



## **CHAPTER VIII: ORGANIZATION AND MANAGEMENT OF THE ARTS**

The creative and performing arts are alive and well at the Homewood campus. The University's culture of decentralization and entrepreneurship has allowed the arts to flourish, especially among talented students who have led the "Homewood Renaissance" fueled by the opening of the Mattin Center and the creation of a Student Affairs staff position to provide support and guidance for students interested in the arts. Under the leadership of Dean Daniel Weiss, the number of academic partnerships with both The Baltimore Museum of Art and The Walters Art Museum also has expanded. Film & Media Studies as well as a Theater Arts & Studies programs have taken root in the Krieger School as have the Homewood Art Workshops. Citizens of the Greater Baltimore area attend concerts at Homewood, participate in the Hopkins Symphony Orchestra, stroll among the stone animals in the Bufano Sculpture Garden, and visit Homewood House.

Despite the advances made by the arts community at Homewood over the past few years and the pockets of excellence that exist and are nourished by energetic and committed faculty, students, and staff, the Homewood arts community remains fragmented and struggles for recognition. There is little or no sense of an "arts community." The lack of communication and coordination among programs and groups make it easy for opportunities for innovative interdisciplinary and inter-institutional programs to go overlooked and for external funding to be ignored. The disjointed nature of the arts on campus contributes to programmatic overlap and duplication of effort. Johns Hopkins' tradition of excellence demands that we do better. As one of the premiere institutions of higher learning in the world, we cannot afford to allow the study, the practice, and the enjoyment of the arts, which are integral to our culture and our humanity, to be fragmented and marginalized.

It is crucial that the University Administration (UA) provide the leadership for the arts at the University (not just the Homewood campus). UA should work closely with Deans and Directors to encourage the enjoyment, study, and practice of the arts at Hopkins. At the Homewood campus, UA collaboration with the Dean of the Krieger School of Arts and Sciences serves the dual purpose of providing enrichment opportunities for students, faculty, and staff of the Homewood Schools and the University Administration working there, but also of advancing the reputation of the University within the Greater Baltimore area, the nation, and the world.

The establishment of a senior leadership position, a University-wide Arts Coordinating Council, and an Arts Innovation Fund, as recommended below, will provide a strong arts infrastructure that is relatively inexpensive and will allow the arts to gain the visibility and stature appropriate for a distinguished institution of higher education like Johns Hopkins. Together, the implementation of these three recommendations will signal the importance the University places

on the arts and will provide the support necessary to integrate the creative and performing arts into the life of the University, assuring that Johns Hopkins does not lag behind its peers, many of which are making big investments in the arts. Duke University's Nasher Art Museum exemplifies this trend.

**Recommendation VIII-1.** Establish a senior leadership position, Vice Provost of the Arts, specifically charged with overall promotion, support, facilitation, and coordination of the non-academic arts at Hopkins. Because of the HopkinsOne initiative and other current budgetary constraints, the responsibilities—listed below—could be added in the short-term to the portfolio of an existing staff member and arts enthusiast. In any case, the designated person would act as a catalyst rather than a “Minister of the Arts,” working in partnership with divisional representatives to identify a shared strategy for the arts. More specifically, s/he would identify effective ways to promote the arts across the University, to safeguard the University's arts assets, and to leverage divisional strengths to create synergies that showcase the world of the arts at Hopkins. Working in concert with the Arts Coordinating Council (see Recommendation VIII-2 below) and in collaboration with Krieger School faculty, the responsibilities of the Vice Provost for the Arts would include:

- Oversee the implementation of the recommendations contained in this task force report, with particular attention in the short-term to the ten priority recommendations listed in Chapter I. Report on progress periodically to the Provost and Council of Deans.
- Provide leadership to the University's Arts Coordinating Council (see Recommendation VIII-2 below).
- Ensure that resources needed to sustain a vibrant program for the arts at Johns Hopkins are obtained. Develop a comprehensive funding strategy that identifies appropriate sources of funding to achieve this report's recommendations.
- Act as a champion for existing and new arts facilities to assure that they are satisfactory to support achievement of the vision described in this report.
- Devise new and more effective strategies for increasing participation (a) of Johns Hopkins students, faculty, and staff in the arts both on and off-campus and (b) of the citizens of the Baltimore-Washington area in the arts at Johns Hopkins. For example,
  - Promote the use of University facilities by professional and community performing arts groups, such as the Shriver Hall Concert Series.
  - Work with divisions to provide innovative programs, e.g., Homewood's recent \$1 aquarium trip sponsored by the Residents Advisory Board.
- Improve coordination, collaboration, communication, and planning efforts between and among stakeholders in the arts at Hopkins in order to maximize benefits to intended audiences and to effect cost savings.
- Help strengthen the University's relationship to Baltimore-Washington arts and cultural institutions and organizations, including, but not limited to, The Baltimore Museum of Art

The Walters Art Museum, and the Shriver Hall Concert Series. For example, represent the University as a member of the Greater Baltimore Cultural Alliance and represent the University's interest to the Maryland State Arts Council and Maryland State Humanities Council.

- Work in partnership with the JHU Office of Communications and Public Affairs to identify and implement strategies to promote and increase the visibility of the arts at Hopkins. For example,
  - Work with the JHU Webmaster to further enhance the usefulness and attractiveness of the University's Arts and Culture website.
  - Purchase membership for University and participate in GBCA's on-line events system called "BaltimoreFunGuide." (This recommendation is cross-listed with Recommendation VI-4.)
- Oversee the development and continuing appropriate application of a university-wide policy for management and display of the University's visual arts collections.
- Prepare an annual "state of the arts" report for the University. Develop metrics so that the goals of the ACC can be measured and evaluated.

**Recommendation VIII-2.** Establish a University-wide Arts Coordinating Council (ACC) to work with and advise the Vice Provost for the Arts. The ACC would bring together periodically key stakeholders in the arts at Johns Hopkins and selected arts and cultural institutions in the Greater Baltimore area. The current "arts managers group" at Homewood would become an ACC subcommittee and may meet more frequently.

**Recommendation VIII-3.** Establish an Arts Innovation Fund to which faculty and students from across the University may apply to promote the study, enjoyment, or practice of the arts at Johns Hopkins. Preference would be given to innovative and interdisciplinary initiatives that include both faculty and students and have the potential to attract external funding and to become national models of innovations in the arts.

Taken together, these three recommendations, along with the renovation of Shriver Hall, will address the immediate overarching need to create visibility for the arts at Johns Hopkins and to leverage the University's considerable arts assets to achieve programmatic synergies that will more effectively advance the mission of the University.